

MONEY FOR THE COMMUNITY YOU CREATE

Presented by:

- Michael Seaman, Associate Park and Recreation Specialist, Planning Division, CA Dept of Parks and Recreation
- Jeff Dubchansky. General Manager, Fulton-El Camino Recreation and Park District (Sacramento)
- Ron Hoffman, Assistant to the General Manager, Valleywide Recreation and Park District (Hemet)

For: California Park and Recreation Society
56th Annual Conference, Anaheim, CA

WHY ARE WE DOING THIS?

Park and Recreation budgets are challenged to provide quality customer service despite current climate of fiscal austerity

- Understand 6 ways to develop new revenues
- Learn where to get information about revenue sources
- Learn about successful local initiatives to get new funds for facilities and programs
- Hands-on: group discussion of how to find money for new facilities and programs

BEFORE STARTING

Assumptions for this session

- **Public demands/deserves good service**
- **You need new money**
- **There is no “fat” in your budget**
- **State-local fiscal relationships complicate search for more money**
- **You and your team can rise to the occasion**
- **Solutions will not be easy**
- **Solutions will be selected locally**

SIX WAYS TO SUPPLEMENT INCOME

- 1. Marketing and customer service**
- 2. Impact fees from new development**
- 3. Assessments on existing property**
- 4. Grants**
- 5. Volunteers and donations**
- 6. Collaboration and public-private partnerships**

MARKETING AND CUSTOMER SERVICE

Growing the business

Understanding your market

What business are you in? What do your customers want?

Strategic marketing (the 4 P's plus 1)

Assess strengths, weaknesses, opportunities, threats

Product, market **P**lace, **P**rice, **P**romotion + **P**lan

Capturing marketing opportunities

Plan to retain or expand your customer base

Implement and track the plan, adjust as needed

MARKETING AND CUSTOMER SERVICE

Example

Adult kickball. A fun new way to use existing facilities and a potential new revenue source (league play).



Photo courtesy of World Adult Kickball Assn. Reprinted with permission.

MARKETING AND CUSTOMER SERVICE

Information Resources

CPRS' VIP Action Plan---esp. Appendix C

<http://www.cprs.org/cc21.pdf>

American Marketing Association

<http://www.marketingpower.com>

Other CPRS sessions: Present like a Pro,
Imaginative Events and Marketing Madness,
Recreation Programmers Marketing Toolbox,
Strategic Planning--Why Do it,
Strategic Planning for the 50+ market,
Creating Program Addiction: Marketing Lite--More haste, less
fulfilling
Connecting with Customers: Needs Assessment

IMPACT FEES FROM NEW DEVELOPMENTS

Working with land use processes

Have a master plan and park-specific plans

- Demographics and trends
- Infrastructure needs projected to planning horizon
- Operation and maintenance

Establish a relationship with the planning departments of cities and counties

- Authority to negotiate with developers
- Authority for tools: Quimby, Mello-Roos, etc.

IMPACT FEES FROM NEW DEVELOPMENTS

Examples

Get to know the land use planning process that affects your agency and be a familiar face for the players. Make a place for parks in the business of:

- Developer agreements
- Mitigation arrangements
- Subdivision Map Act approvals
- Conditional use stipulations
- Area Plans or Specific Plans
- General Plan amendments/updates



IMPACT FEES FROM NEW DEVELOPMENTS

Information Resources

CA Chapter, American Planning Association

<http://www.calapa.org>

Governor's Office of Planning and Research

<http://www.opr.ca.gov>

League of California Cities

<http://www.cacities.org>

<http://www.ilsg.org> (Institute for Local Self Government)

ASSESSMENTS ON EXISTING PROPERTY

Linking assessments with benefits

Web of laws that govern property taxation

- Proposition 13
- Proposition 218

Specific link (nexus) between benefit & property

Establish a relationship with the electorate

- Gain support of property owners
- Keep your promises
- Inform the community

ASSESSMENTS ON EXISTING PROPERTY

Local tax and bond elections 1986-2000

	P&R tax <u>try/pass rate</u>	P&R bond <u>try/pass rate</u>	All tax <u>try/pass rate</u>	All bond <u>try/pass rate</u>
City	44/34%	40/33%	586/47%	142/49%
County	8/25%	5/20%	181/33%	25/24%
District	46/35%	13/15%	461/46%	66/50%
All	119/34%	60/25%	1228/45%	233/46%

Source: http://www.ppic.org/content/pubs/R_103KRR.pdf

ASSESSMENTS ON EXISTING PROPERTY

Example



To remodel 5 1/2 acre Seely Park, the Fulton-El Camino Recreation and Park District used funds from a mailed-ballot benefit assessment election conducted in 2000.

Photo courtesy of Fulton-El Camino Recreation and Park District

ASSESSMENTS ON EXISTING PROPERTY

Information Resources

Senate Local Government Committee

[http://www.senate.ca.gov/ftp/SEN/COMMITTEE/
STANDING/LOC_GOV/_home/](http://www.senate.ca.gov/ftp/SEN/COMMITTEE/STANDING/LOC_GOV/_home/)

League of California Cities

California Local Government Finance Almanac

<http://www.cal.net/~coleman>

Colantuono Levin and Rozell

<http://www.clrlawfirm.com/index.htm>

Anti-tax web sites

Howard Jarvis Taxpayers Association <http://www.hjta.org>

CA Tax Reform Association <http://www.caltaxreform.org>

Other CPRS session

Got Budget Troubles? Need Funding?

GRANTS

Getting someone else's money

Public and private sources

Follow the money --- look beyond recreation

Align request with funder's purpose

Adhere to funder's guidelines

Present a complete application

Be “Ready-to-Go”

Partnerships and Match

GRANTS

Examples



**Recreation Park Pool,
City of San Fernando**



Kerckhoff Park , City of Kerman



**Helen Wills Playground and Clubhouse,
City of San Francisco**

GRANTS

Information Resources

Other CPRS sessions:

Preparing Winning Grant Applications

Building Skate Parks: Finding the Money

Update on CA State Parks Grant Programs

Report Card: Winning Grant Projects

Making the Land & Water Conservation Fund Work for You

“Grants, Grants and more Grants--where to begin?” http://www.parks.ca.gov/default.asp?page_id=22226

CA State Trails & Greenways Conference 3/25-28

Presentation: Getting a Grip on Grants

DONATIONS AND VOLUNTEERISM

Involving the community

For individuals and firms in your area:

- Reason to participate
- Sense of ownership of outcome

Join service clubs in the community

Have a volunteer program

Have a “friends of” group

DONATIONS AND VOLUNTEERISM

Example



East Bay Regional Park District

- 9,268 volunteers gave almost 50 person-years FTE in 2002 (Source: East Bay Regional Park Dist. <http://www.ebparks.org>)
- Regional Parks Foundation donations, land, and in-kind services exceed \$1 million/year (Source: Regional Parks Foundation <http://www.regparksfdn.org/>)

DONATIONS AND VOLUNTEERISM

Information Resources

Governor's Office of Service and Volunteerism

<http://www.goserv.ca.gov>

Other CPRS sessions:

- Facilitating a Public Facility Expansion on a Shoestring Budget
- High Tech Volunteer Management
- Significant Roles in Parks & Recreation Foundations

COLLABORATION AND PARTNERSHIPS

Achieving mutual goals together

Reach across program lines

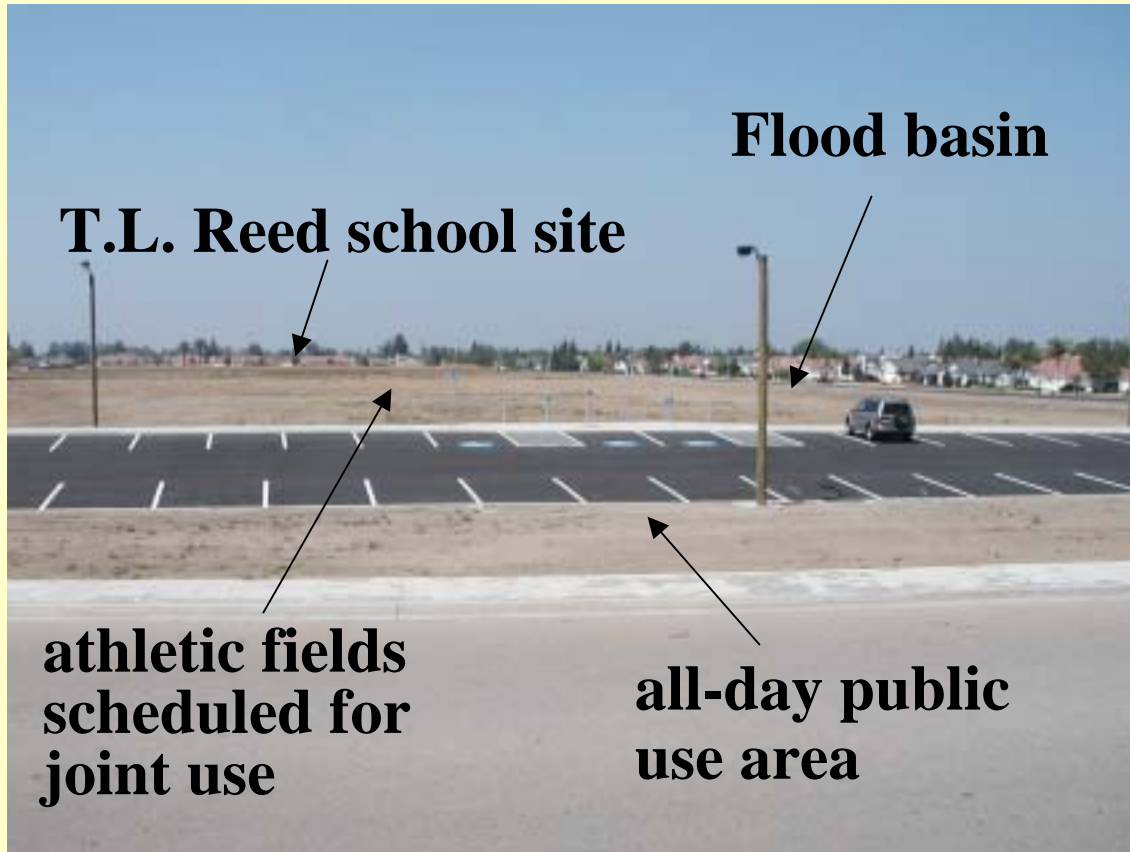
Find areas of mutual interest

- cooperation for the good of the entire community
- joint projects

Whole greater than the sum of the parts

COLLABORATION AND PARTNERSHIPS

Example



**City of Reedley
and Kings
Canyon USD**

**New school park
with soccer
and baseball
fields, play
structure**

COLLABORATION AND PARTNERSHIPS

Information Resources

Other CPRS sessions:

Politics of Collaboration

Parks, Arts & Recreation: A Vibrant Partnership

Creating Community Through Collaborative Leadership
Development

Natural Resource Management Applications and Partnerships

It Takes a Community: Collaborative Project Planning

AfterSchool Programs

- Afterschool Education and Safety Program
<http://www.cde.ca.gov/afterschool>
- Afterschool Partnership
<http://www.afterschoolpartnership.org>

PANEL: IDEAS THAT WORKED

Examples to learn from

Jeff Dubchansky

**General Manager, Fulton-El Camino Recreation and Park
District (Sacramento)**

Ron Hoffman

**Assistant to the General Manager, Valleywide Recreation
and Park District (Hemet)**

HANDS-ON

What can your agency do?

What do you need to do for your customers?

Barriers you face

Ways to overcome them

Ways to “sell in” the people you depend on

CONCLUSION

Resources for consideration

Paying for Parks document

CPRS resources

Internet

Sister agencies

within and outside of the parks community

CA Department of Parks and Recreation

What kind of support do you need?